MODERN SALESMANSHIP

Practice and Principles

Winning with Words

LA SALLE EXTENSION UNIVERSITY CHICAGO

MODERN SALESMANSHIP

Practice and Principles

TEXT TWENTY-FOUR

Winning with Words

This sales practice is based upon that of many representative sales organizations. The material has been gathered and organized, and the principles deduced and defined by the LaSalle Research, Educational, and Consultation Staffs, assisted by leading sales executives, under the direction of

EDGAR ALEXANDER RUSSELL

Associate Educational Director, LaSalle Extension University. Formerly, *Sales Manager*, Housatonic Manufacturing Company; *Division Sales Manager*, Herring Hall-Marvin Safe Company; *General Sales Manager*, American Multigraph Sales Company.

IRVING R. ALLEN

Vice President and General Manager, H. W. Kastor & Sons Advertising Company. Formerly, *Sales Counselor* to numerous American business houses in more than forty different lines of business. Author of "Personal Efficiency and Selling," Etc.

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ACKNOWLEDGEMENT

THIS will acknowledge the indebtedness of the organizers of this training service, and of LaSalle Extension University, to the following sales and business executives. Some of these gentlemen have read text material and have made valuable suggestions, comments, and criticisms. Others have supplied information upon sales practice out of their experience. And others have furnished illustrative sales cases which have been incorporated in the service. To all of them, the members of this training service will be under obligation.

C. C. AUSTIN
Sales Manager
Campbell Soup Company

M. G. BENNETT
General Manager
Samuel Cabot, Inc.

BENJAMIN BILLS
Sales Manager
American Bond & Mortgage Co.

FRANK DISSTON
President
Henry Disston & Sons

W. C. DUNLAP
Vice President in Charge of Sales
The American Multigraph Sales Company

EBEN GRIFFITHS
Director of Advertising
Vacuum Oil Company

H. B. HARPER
Sales Manager
The Studebaker Corporation

E. N. HURLEY
Chairman of the Board
Hurley Machine Company

EDW. S. JORDAN
President
Jordan Motor Car Company

F. A. MAYCUMBER
General Sales Manager
Winchester Repeating Arms Co.

JOHN OMWAKE
President
U. S. Playing Card Company

C. L. POOL
Secretary-Treasurer
C. L. Pool Manufacturing Co.

WINSLOW RUSSELL
Vice President and Agency Mgr.
Phoenix Mutual Life Ins. Co.

GEO. ED. SMITH
President
Royal Typewriter Company

C. E. STEFFEY
General Sales Manager
National Cash Register Co.

J. A. TAYLOR
General Sales Manager
W. S. Quinby Company

C. R. WALKER
Manager of Sales and Advertising
Diamond Crystal Salt Company

E. C. WALDVOGEL
Vice-President
Yale & Towne Manufacturing Company

WINNING WITH WORDS

IN ORDER to apply, successfully, the principles of the "selling process," and the "selling plan," it is necessary that you possess the faculty of effective speech; and that you remember what you are going to say, how you are going to say it, and when you are going to say it.

Thru your study of this text, you are going to learn how to express your ideas effectively, thru the medium of speech; and you are also going to learn how to cultivate your memory so as to remember the things you want to remember.

Painting Word Pictures

The art of the orator talking to great audiences has no place in the salesman's equipment.

Your ability must be the "man to man" variety of talking power—the ability to talk with one or two or a few listeners and create in their minds the same wonderful picture that is in your own.

The ability to "paint word pictures" that have vitality and life and power is not a gift, nor a trick.

It is simply the ability to talk effectively upon a subject you know thoroly.

And, any man can be a good talker—if he will study and practice.

Like anything and everything else, good talking is founded upon a knowledge of the principles governing it and the ability to apply them.

Great care has been exercised in this text to condense, boil down, and present in concise, yet clear and usable, form *all* the things you need know to be an unusually good and effective talker.

The subject is worthy of study. It holds real profit.

Cultivating the Memory

There is another part of the salesman's equipment that is covered in this text.

And that is—*memory.*

No matter how good or how poor your memory may be, you will find in the last half of this text the finest tabloid treatment on the methods that make memory ever reduced to the same amount of space.

The ability to talk well and remember the things you should remember—

Those are the gifts this text holds for you.

Winning with Words

Speech carries the message from your mind to that of the man you're talking to.

If your speech loses part of the message your brain would like to send—if it is faulty in its transmission—if it delivers it in such a weak form that it does not impress itself upon the other man's mind—then it is ineffective.

Your personal power can mainly be translated to others thru words—speech.

By possessing the knack of effective speech—by being able to transfer to others, without loss, the complete creation of your brain—you make your ideas the other man's ideas—lead him to accept your judgments.

You simply must be able to make clear to the people with whom you talk that which is clear in your *own* mind.

It is the way the prospect thinks and feels about your product or proposition that causes him to buy it. It is up to you to influence him to think and feel the way you want him to think and feel.

It is *what* you say and *how* you say it—far more than anything else—that influences the thought and feeling—

the idea and the emotional reaction to it, in the prospect's mind.

Effective Speech Can Be Cultivated

Now, if effective speech were only a "gift," there would be no hope for those who think they cannot talk—and no need for this text.

But it is not just a gift—this has been proved over and over. It can be acquired by anyone thru properly directed study and practice.

Every man can learn to express himself—perhaps not so fluently or volubly as the "born talker" who often becomes a bore—but effectively enough so that he can influence others; so that, as a salesman, he can accomplish the thing that he goes out after.

A dumb man would find it very difficult, if not impossible, to sell goods—except to prospects who are inclined to "sell themselves."

The same is true of a man whose words do not properly convey his ideas to the mind of his prospect.

The Importance of Words

The beginning of all effective expression is the idea—words are but symbols, and voice the medium thru which these symbols re-create the speaker's idea in the mind of the listener.

Now the symbols—words—are so closely related to the mental processes they represent that an idea does not take definite shape *even in a man's mind* until he finds the words to express it.

Therefore, while words and ideas are never far separated, a man must know words in order to know what he thinks—in order to express his ideas to himself. And he must clearly know what he himself thinks before he can influence others to think as he does.

How a Painter Works

Now we are ready to begin to learn how to talk.

The first thing to do is to get a clear idea of what good talking consists of—to find out what we have to do in order to be effective speakers—to "win with words."

You have often heard the expression, "painting a word picture." Let's see how an artist paints his picture.

First, he has his "subject"—the person or thing he is going to paint.

Finally, when he gets to work, he transfers to his canvas with the aid of his "tools" the "subject" he has chosen, and the result is the finished picture.

In "painting a word picture," what are your "tools"—your "paints and brushes"?

Words and *delivery* (that is, voice, manner, and conduct).

And what is your "subject"—the thing you are going to "reproduce" or visualize?

Ideas—of course.

Your finished picture is—the—

Re-creation of your idea in the mind of the prospect.

Is that clear?

Let's go over it again.

With the right *words, voice, manner,* and *conduct* (delivery) you express your *idea*—you convey your thoughts to your listener—paint your "picture" on the canvas of his mind.

How the Material in This Text Is Presented

Now if you have that thought in mind as a starting point, you will understand why this presentation of effective expression is divided into three sections, viz.:

1. Words and phrases.
2. Organization of ideas.
3. Delivery.

In the first section, which follows immediately, you will learn how to select and find the *words and phrases* which give form and definite shape to the idea.

Next, you will go into the *organization of ideas* to find out how to present them clearly, in an orderly, logical, and effective manner.

Then you will take up *delivery,* which is nothing more nor less than the use of the voice to carry the message in an interesting and a convincing manner to the ears of your listener.

Words and Phrases

WHAT good does it do you to know that you have the best thing of its kind to offer and yet be unable thru the medium of words to make your listener think and feel the same way about it?

The answer is obvious.

And it is chiefly by the effective use of *words* and *phrases* that your ideas, your convictions about your goods, are transmitted to the mind of your prospect.

Now, in order that words and phrases may be effective, one basis is necessary:

Clearness and force—because, before he can be sold, your listener must *understand* what you have to say, and be *impressed* by it.

Let's look into this matter.

Clearness and Force

Clearness is that quality of expression which fixes the mind of the listener on the idea behind your words—not on the words themselves.

Force is the quality which makes what you say strong and vivid as well as understandable.

One good way to secure force is by the use of illustrations. Continually bring up in the prospect's mind things out of his own experience, and liken what you say to things that he knows about. He is always interested in his own life and everything pertaining to it. If you were talking to a farmer in regard to the need for study, you could refer to his own experience, and use some such expression as: "You know that stones don't move themselves out of a field. You have to work hard to get them out, and you can't expect to learn about this subject unless you put some work into it," etc.

This kind of thing is much more effective than merely stating to him that study would add to his efficiency.

The Basic Principle of Effective Expression

Let us state right here the basic principle of all clear and forceful talking or writing, which only a few of the millions of talkers or writers in the country know and consciously practice.

A man might live a lifetime and read one thousand rhetorics without learning this principle. Yet it is one of the most valuable factors that you can gain a knowledge of, if you are trying to influence men by talking or writing to them.

The principle is this:

> **All effective talking or writing is so phrased that it calls for as little effort as possible on the part of the listener or reader to get the meaning.**

Now we might write for hours or days or weeks upon different principles of expression without ever coming as near to giving actual help as by stating this principle.

Men hate to work, not only with their bodies, but particularly with their minds. They don't like to struggle mentally to understand things that are said to them. The greatest writers and talkers are those who come nearest to putting their thoughts into that form which requires the least possible effort on the part of the listener to comprehend.

Let that thought sink deep—*"Say it so he can understand it without effort."*

The reputation of one American editor—a very learned man—rests upon his power to put his thoughts in a simple, easily understood form—a form that requires no mental effort on the part of the reader. This man has become famous the country over. He writes about the deepest and most abstract subjects in such a way that the veriest child—the most unlearned man—can under-

stand him. The result is that he has an enormous audience that turns eagerly to everything he writes.

The greatest public speakers in the country are those who obey this same principle.

Rule 1. Use Only Necessary Words

Now let us see what this fundamental principle means when definitely applied to words and phrases.

Now you can apply this principle to your own needs:

First and foremost, *use only such words as are absolutely necessary to express your idea.* Don't confuse your message with a lot of nonessential words and phrases.

Suppose a salesman is calling on a prospect.

Wouldn't he be foolish to say:

"Mr. Jones, if you can spare me a few minutes of your valuable time, I shall be pleased to present for your consideration a very unusual adaptation of an old and extensively used office device. I have no hesitancy whatsoever in affirming that, if you will afford me the opportunity to demonstrate this device to you, you will be more than satisfied, I am sure, with the demonstration. The device that I wish to show you is a remarkable typewriter."

But time after time, salesmen confuse their message in only a slightly less exaggerated way, when the same message, boiled down to its essentials, would be:

"Mr. Jones, I want to show you a remarkable typewriter."

Which way is clearer, more forcible?

That is one exaggerated example of using only enough words to express the thought—of not gumming up the message with a lot of nonessential words and phrases.

The second rule, in applying the principle of clearness and force, is:

Rule 2. Use Short, Simple Words

The English language is a composite language made up of words from many sources. Some words are of Latin derivation, as is the phrase, "Coruscate, coruscate, infinitesimal stellar orb," which is nothing more than our old familiar nursery rhyme, "Twinkle, twinkle, little star," expressed in big, difficult words.

Which is easier to understand?

Because of the fact that our words come from all kinds of sources—that as the English-speaking nations grew, different mixtures of peoples were merged in it, and that the language was made up, and is at present made up, of words from the original language of these peoples—there are many different words for naming the same thing. We have the privilege of picking any word we choose in each instance. There are many forms of expression for the same ideas—some are hard to understand, some are easy. We have the privilege of picking either kind.

Most of us are so untrained in the history of the language that we do not realize that there are many ways of saying this fact. Even the majority of our writers and talkers fail to realize it.

Millions of men who spend hours a day in talking have no knowledge of how to talk clearly and forcibly. They wonder why subordinates confuse their meanings or get tired of listening to their instructions. They wonder why their directions are not carried out; why their letters are not read; why people who listen to them in meetings don't pay attention, or at least don't listen eagerly with the kind of attention that absorbs everything directed at it.

They wonder why the "literature," as it is called, of their concerns—the booklets, letters, and advertisements —don't get results—why their printed matter is generally thrown away unread.

HIGH-SOUNDING VERSUS SIMPLE WORDS AND EXPRESSIONS

I am laboring under the necessity of replying to your request with a negative.	I must say "no."
I wish to direct your attention to the method of operation by which this machine is controlled.	Let me show you how this machine works.
Permit me to indicate to you three primary characteristics.	Here are the three main points.
It is unnecessary that you requisition the services of more than two of your operatives.	Two of your men can handle this.
I can transfer to you the title to this greatly superior allotment at a price that is well within your capability of payment.	I can sell you this good lot at a price you can easily afford.
It will be advantageous for you to accept the terms I have proposed to you.	You will do well to take my offer.

Figure 1. Lots of men—salesmen included—use long, high-sounding words and phrases because they think them impressive. These examples are given so that you may judge for yourself the probable effect of such words. They are impressive, surely, but do they impress in the right way?

Many salesmen, likewise, don't understand why many prospects upon whom they call show no interest in their product and are not impressed by their selling appeals.

The unit of all expression is the word. Whenever you talk or write, choose the simplest, plainest, most easily understood word that you can think of. These words go together in phrases and sentences. See that your phrases and sentences are simple and short, and that their meaning is easy to grasp.

The man who talks best talks so simply and plainly, so clearly, that the listener isn't conscious of his language at all, but has his whole mind fixed upon the ideas expressed by the language. Just as when you look in at the window of a great department store, you aren't conscious at all of the glass between you and the display, but only of the objects that are shown behind the glass. If that glass had been made a little dim, if you had had to strain and work to see thru it, you might not have bothered to look at the objects shown behind it.

The effect of simple, as contrasted with pretentious, words is clearly shown in the examples on Page 10.

Rule 3. Use Particular Words.

Here is a third rule to follow: Use *particular rather than general words.*

General words tend to leave a vague, uncertain impression; particular words, to make the impression clear and distinct.

"Man" is a general word; "American" is still general, but approaching the particular; "New Yorker" is more particular still, and "Jim Madison" is the most particular of all named.

"Book" is general, as it can be applied in common to any book. "Novel" is somewhat more particular; one of the "six best sellers" narrows it down still more, while the title of the book is particular.

A salesman may refer to his product as a "handy little device." But there may be a thousand other "handy little devices" on the market—so the phrase does not describe his "Quikpoint pencil sharpener" in a definite, particular way.

Suppose you are selling the "Jones piston ring."

Would you talk about it to your prospect as a "motor-car part," as a "repair part," an "engine repair part," an

"engine compression repair part," as simply a "piston ring"—or would you call it by its name, the "Jones piston ring"?

That's what we mean by "use particular words."

THE USE OF THE PARTICULAR

MOSTLY "GENERAL" WORDS:

You will find this ham very convenient and desirable in many forms of culinary service. During this torrid season it will prove unusually acceptable served with cold as well as hot viands. Moreover, in outings it will serve as a highly valuable component of the menu. Its flavor is appealing.

MOSTLY "PARTICULAR" WORDS:

This ham makes a great hit with everybody this hot weather. It's delicious a dozen ways—fried crisp and brown with your morning eggs, roasted and served cold with fried potatoes or potato salad, or cooked with your baked beans. And it's great in picnic sandwiches. That sweet meaty flavor surely hits the spot.

Figure 2. The most effective use of the particular is in advertising. And, because effective advertising must follow the fundamental principles of salesmanship, these "advertising" examples are given so that you may try out on yourself the effect of the particular as opposed to the general.

Rule 4. Use Words Understood by Everyone

Another rule is: *Use words, phrases, and other references which you know are well understood by the particular person you are addressing.*

The simple words, the human words, are the words which almost everyone can understand. These are the words which the greatest number of people use the most frequently, and, as a rule, they are the words which the salesman should use.

But when you want to get a man's particular interest, talk to him in the language of his own profession, his trade, his business.

Almost every line of work has its own peculiar "jargon," and it is easier to interest a man by using words which have a particular meaning for him, than by words which mean no more to him than to everyone else.

"Interest" is a Latin word meaning *that which makes a difference.*

Addressing a man in words which mean something to him makes a difference. And the words which mean the most to a man are those which are related to himself, his life, his business, his hobbies.

Suppose you are selling shoe findings. You'd talk of "counters," "webbing," "top lifts," etc., to the buyer or purchasing agent. But if you were explaining your line to a man who knows nothing about shoemaking, you'd say, "a shaped piece of leather or composition that is placed between the lining and the outer leather, to give stiffness and body to the shoe around the heel of the foot," instead of "counter"—"elastic," instead of "webbing"—and "the layer of leather which finishes off the heel on the bottom of the shoe," instead of "top lift."

A printing salesman may talk of "ems" and "picas" to the experienced buyer of printing, but in talking to the tyro, he must reduce these measures to *inches* if he expects to be understood.

Men who are associated with a certain line of work are accustomed to thinking in the terms of that particular line—and no other words mean exactly the same to them as the familiar terms.

Two Classes of Words

Words are of two classes:

1. Words of one class represent material things.
2. Words of the other class represent mental things (ideas, concepts, mental images).

If we use the word "tree," that symbol stands for the

same thing you mean when you say "tree." We both learned the meaning of "tree" in the same way.

Someone, in our childhood, said, pointing to a tree, "This is a tree."

The tree itself and the symbol "tree" became associated in our minds.

Now, when we see a tree, or hear anyone use the word "tree," or read "tree," we know exactly what he means.

The symbol, "tree," and the tree go together always; they are definitely associated in our minds.

However, the second class of words represents mental concepts, not material things.

The word "training," for instance, may not mean the same thing to you that it does to us. There is no physical thing with which we may compare it. We are obliged to define, explain, or illustrate what we mean if the person to whom we speak is to get a clear understanding of what we mean by "training."

We might call words of the first class "picture words," because of their invariable effect upon the mind of the average reader, or listener. Words of the second class are more abstract and colorless.

Wherever possible, words of the first class should be used in preference to words of the second class.

Avoid Flippant Words

It is always a good rule to avoid appearances of flippancy.

An automobile insurance salesman, in trying to sell a prospect, referred to the man's car as a "flivver," whereupon the prospect immediately became indignant and refused to take out the policy.

Of course, a good many of your prospects will have a sense of humor, but it's a safe rule to avoid all appearance of flippancy—especially in referring to anything

which intimately touches the prospect—unless you know your man.

Again, you may be witty—brilliant—clever—and succeed only in diverting your listener's attention away from the idea you seek to convey, to your own wit, brilliancy, or cleverness.

THE QUALITIES THAT MAKE WORDS AND PHRASES EFFECTIVE

FACTOR OF CLEARNESS AND FORCE—

Gained by the use of:

1. **Only enough words to express your idea clearly and completely.**
2. **Short, simple words.**
3. **Concrete, rather than abstract words.**
4. **Words and phrases which you know are well understood by the particular person you are addressing.**

Figure 3. All these qualities have been treated in the text by discussion and illustration, and are merely repeated here in summary form that you may get a clear-cut picture of the points brought out.

Vocabulary Building

A continuous stream of words flows past our ears and our eyes every day we live. Those words that stick become our vocabulary. Most of us make no conscious effort to acquire a vocabulary, or to add to it from time to time.

Yet, for the salesman, words are tools which may be used to great advantage; because the effectiveness of the salesman's use of the "selling process" generally depends upon his use of words.

Get this point of view toward words, and it will tend to make you want to add to your vocabulary regularly.

Even a little conscious effort will do wonders, because by various and very easy ways you can increase your effective use of words and phrases to a great degree.

From childhood, we have all been adding to our stock of words continually, so that, in the majority of cases, it isn't much of a task to acquire an ample vocabulary.

To hear many men talk, one would think that their vocabularies were extremely limited. This may not be the case at all; they may be familiar with a large number of words, but use only a very few of them to express a wide range of ideas.

Consequently, the words they do use are employed too often, making their conversation tiresome, uninteresting.

Adjectives, especially, are overworked, and the strange thing about it is that so few of us realize just how frequently we use certain "pet" words and phrases.

Many a good impression has been spoiled by nothing more serious than this habit.

Avoid Omnibus Words

An omnibus word is one that is used to cover almost any situation, whether it is appropriate or not.

We say, for example, a lovely party, a lovely morning, a lovely girl, a lovely piece of pie, a lovely picture.

The illustrations could be multiplied, but obviously the word "lovely" is overworked when it is used indiscriminately in all these situations.

The salesman and the business man frequently use the word "proposition" to cover a multitude of ideas. In actual fact it was found that one man used the word "proposition" when he meant proposal, device, offer, transaction, suggestion, plan, bargain.

Party, feature, and deal are other words that are used in this loose sense.

Generally speaking, no two words have exactly the same meaning. A salesman who would be effective should try to select words that are accurate, appropriate, and impressive for their purpose.

Use Slang Cautiously

Language is a living thing. It grows from day to day and from year to year.

New words are introduced. Old words drop out and rest for years in the dictionary and then come to life in new capacities.

No salesman will hesitate to use any word that he can use with dignity, and that will be understood by his prospect.

But, too much use of slang marks an ill-bred salesman.

Furthermore, the excessive use of slang narrows the salesman's vocabulary. He makes one word serve the purpose of many words. For example, the word "dope" was used by a young man under actual observation for the space of a few days, as a substitute for each of the following words: information, material, lecture notes, drug, dishonest procedure, politics, mayonnaise, curry sauce, secret arrangement, confidential knowledge, hair tonic, flavoring extract, and letters of introduction.

Need more be said to induce a LaSalle-trained salesman to exert every effort to build up his vocabulary, the tools of his profession?

How We Learn New Words

There are three main sources from which new words may be drawn:

1. Conversation.
2. Reading.
3. Study.

Conversation is mentioned first because it is the easiest way. It is also a most resultful source—particularly so when you pick a man to converse with who understands and uses more words than you do.

Meetings of all kinds, gatherings, and even public addresses offer many opportunities for picking up new words and observing how they are used.

In reading, even for entertainment and relaxation, you will frequently see words which you can use very effectively. Take careful note of the way these words are used—and this will often point out their meaning as clearly as could be found in a dictionary.

The third source, study, is the most difficult, and also the one where the best results can be obtained. This means the actual study of words in dictionaries, books of synonyms, and the like.

Whether you use one or all of these sources, make it your aim to have sufficient words at your command so that you can express one idea in several different ways.

When you hear or see a word which is new to you, pay close attention to just how it is used. If you're not absolutely sure of its meaning, make a note of it, and look it up in the dictionary.

In any case, try to remember it—and, when occasion arises, use it.

Know the Meanings of the Words You Use

It is far better, however, to have a limited vocabulary, with an accurate knowledge of what every word in it means, than an extensive one in which the meaning of many words is not understood, for your words should always express exactly what you mean.

There are many words that have practically the same meaning, and yet are used in different situations. Such words are called synonyms.

For instance: There are a number of words which mean practically the same as acknowledge—avow, proclaim, recognize, own, admit, allow, concede, confess. Yet there are certain situations where but one of these words will express your idea exactly.

Frequently an idea is expressed by a number of different words, the proper word to use being determined in each case by the words that go with it.

For instance, we say a *herd* of cattle, a *flock* of geese, a *crowd* of people, a *collection* of paintings—these words express practically the same idea, but how absurd it would be to use one of them incorrectly, such as a *herd* of people, a *flock* of paintings, etc.

The direct opposite of exactness is ambiguity.

An ambiguous word is one that may have more than one meaning.

You may say of a man that he is sharp—meaning that he is quick to understand. But your listener may take it that the man you are talking about is unfair in his dealings with other people.

Watch for the words which may be taken to mean something different from what you intend—and avoid them whenever possible.

The best way to learn to use words accurately—and to have them readily accessible, so that the right word springs to mind the moment you need it, is to—

—PRACTICE—PRACTICE—PRACTICE—

This Will Help You to Build a Usable Vocabulary

Use the following exercise. It will help you.

Write a list of words familiar to you that you know have synonyms. Then see how many words or expressions you can think of which mean exactly or practically the same thing. Write these down.

Next, write sentences, using these words and phrases as you think they should be used.

Write the exact opposites (antonyms) of the words you have just used, and then write sentences containing these opposites.

Finally, consult the dictionary and check yourself up—see how near your idea of these words and phrases comes to being correct.

And keep this up. Don't be satisfied with one or two

YOUR VOCABULARY

Should be—

Large enough so that you can express an idea in several different ways.
Accurate, so that you know the exact meaning of every word you use.
Readily accessible, so that the right word will spring instantly to mind when you need it.

Figure 4. In vocabulary building, keep your eyes on these three considerations as the goals toward which you are working. The exercises suggested in this text will be of material help in reaching these goals.

trials—make a regular practice of it. Add at least one word to your working vocabulary each day until you finish your course. The results will astonish you.

Thousands of people do this simply to acquire a vocabulary for conversational and social purposes—people who haven't the object in view of cashing in on this accomplishment that you have.

Tedious? Painstaking? Not a bit of it.

Fascinating, rather, and the exercise will serve another purpose: it will help you to develop resourcefulness and mental alertness.

A SALESMAN sells goods with his selling talk. Work out your selling talk very carefully—then rework it. Some of the greatest things in the English language have been gone over a great number of times. One of the most famous poets rewrote a long poem fifty times, simplifying it each time.

Robert Louis Stevenson said, "Talk so that the fool can understand, and the wise man will get your meaning also." The Bible, which contains some of the most tremendous thoughts man ever had, is phrased in simple sentences and short, understandable words. No man has to work hard to get its meaning.

Letters that are read eagerly—to the end—are all made easy to understand. The words are simple; the sentences are short; only a few ideas are put into them. The most effective salesman is the one who talks, not like an encyclopedia or a book, but who uses the simple, understandable language of the man to whom he is talking. No matter how great his learning, he adapts himself to his audience.

In preparing your selling talk you will find that at first you have used a great many more sentences and words than are necessary. You will be astounded to find that you talk all around topics instead of going straight to the point; that you make your listeners work hard with their minds, instead of causing them the least possible amount of mental work.

Sequence of Presentation Is Important

In planning your selling talk arrange your thoughts in a logical order, with the nine objectives of the "selling plan" as a basis. See that each thought seems to spring from the thought before. There are a great many things

that you could say, but reject all those that don't go in a straight line toward the end desired. The end desired is that the prospect shall believe in your goods, shall know the reasons why he will serve self-interest and enjoy self-satisfaction thru buying them, and shall be persuaded that he will sustain loss if he doesn't buy.

One salesman will have an interesting way of putting things, while another will be boresome and tedious. The two men have two different styles of expression. You may be sure that the man who is interesting is simple, uses plain words, short sentences; that he has arranged his subjects so that each subject follows naturally after the one that goes before.

An untrained salesman usually shows it by being hard to understand. He does not know his own proposition thoroly, and he can't tell about it in a clear, straightforward way, economizing the attention efforts of the listener.

Value of Preparedness

The salesman who is prepared—who has certain things to say in a certain way and in a certain order—is master of the interview, and cannot be thrown off the track by unexpected remarks and comments from his prospect.

We cannot emphasize too strongly the necessity of this preparation—of knowing your goods and the best method of presenting them from A to Z, as prescribed in the "selling process" and the "selling plan."

It is not enough to know merely the "selling points"—these "selling points" must be presented in proper form and in the order of their effectiveness.

Knowing just what you are going to say—how you are going to say it—and when you are going to say it—before you start to say it, is the first step toward winning with words.

Learn to Say What You Mean

If you wish to convey anything to anyone else, in words, be sure you say what you mean.

Prospects only get what you say; they cannot be expected to get what's in your mind, if you do not express it in words.

And remember this about words:

Words are only symbols, physical representations, which stand for the thoughts you are trying to express.

Salesmen should select words with care, being sure of their meanings. They should group them into effective order, so that each performs its intended purpose.

They should deliver the words with such modulation and emphasis as to bring out the important points.

They should study the effect of inflection, so that assertions, commands, and questions will convey the impression they are intended to make.

Use Your "Working Tools" Carefully

Careless use of words makes a bad impression upon the listener, even if it does not confuse the thought the salesman is trying to convey.

Nothing so impresses a listener as a well-organized presentation that can be understood without necessity for unusual effort.

Moreover, a presentation in words that express, clearly, the thought the salesman intends to convey, and, in addition, an arrangement in sequential order, to cover the subject with the least waste of time and effort, is something the efficient salesman should make certain to prepare, and use.

The presentations of some salesmen, so called, consist of words, words, words—with little evidence of either constructive thought or sentiment behind them.

Wordy presentations neither inspire, convince, nor

impel the listener. Consequently, such presentations do not arouse any desire to hear anything more; and, unless desire to hear is active in the mind of the prospect, he will not receive what the salesman is trying to impart. He cannot.

Words are the chief working tools of the salesman.

It is not these working tools themselves that do the work of the salesman; it is the skill of the salesman in the selection, grouping, and use of the words that determines whether or not the words will achieve the object for which they are being used.

Study the meanings of words.

Learn to use words skillfully, so that your work may be done both artistically and effectively.

Words are only working tools; they will be effective in proportion to the *skill* with which you select and use them.

When You Ask a Question

Two farmers, noted for their brevity of speech, were driving in opposite directions on a country road.

As they were about to pass, one pulled up his horses and stopped; and the other accepted the invitation.

The first farmer said: "Mornin'."

The other replied: "Mornin'."

First farmer: "What did ye gin your horse when he had th' bots?"

Second farmer: "Turkentine."

Both said: "Mornin'," and moved on.

About a week later, the two farmers met again; and this was the conversation:

First: "You said you gin your horse turkentine when he had th' bots?"

Second: "Yep."

First: "Well, I gin mine turkentine and he died."

Second: "So did mine."

First: "Mornin'."

Second: "Mornin'."

This story is told to illustrate the point that, when you ask a question, you should be sure you make clear what you want to know.

When you answer a question, be sure you understand what the questioner wants to know, and make your answer complete and understandable.

If the farmer with the sick horse had asked one more question, he might have saved his horse.

After asking his first question, and getting the reply, he should have asked: "Did it cure the horse?"

The other farmer would have said: "No."

It is not good practice to assume anything, where information is required.

If a prospect wants to know anything, make certain you know just what he wants to know before you try to answer.

If he asks a question that admits of more than one meaning, make certain you know what he means.

When You Want a Commitment from Your Prospect

Salesmen frequently ask questions intended to commit the prospect to express acceptance of an important point.

Unconsciously (if not consciously) the prospect frequently evades a direct answer.

When he does this, put your question in some other form; or ask another question to insure the definite personal response you seek.

To illustrate:

Suppose you say: "Mr. Prospect, any business man

would be willing to invest $200 if there were reasonable expectation of his making a profit of $1,000; isn't that so?"

He answers: "Yes, he would."

This answer is not sufficient, because it is not a personal commitment.

So you ask another question; you ask:

"Would you?"

And the prospect answers: "Yes, I would."

The salesman who accepts an answer like the first, and proceeds upon the assumption that his prospect has committed himself to the personal application, is risking failure.

The answer to the second question makes certain the acceptance by the individual prospect, in so far as any oral response may be considered certain.

When a prospect answers, "Yes," look at his eyes, and see if he means what his lips are saying.

HOW TO MAKE YOUR SELLING TALK EFFECTIVE

Arrange your thoughts in a logical order, in harmony with the "selling plan."

Use only such thoughts as drive straight toward the end desired.

Use simple, plain words, and short sentences—everything to the point.

Make all that you say clear and forcible.

Appeal to the individual—make his advantage and his interests the point around which your talk revolves.

Work your selling talk carefully—then rework it.

Figure 5. The actual substance—the subject matter—of your selling talk has been thoroly discussed in previous texts. These texts had to do with the ideas to be expressed; this text has to do with the effective expression of those ideas. No matter how impressive your idea is, unless you can express that idea in words, it does you little good. It will pay you, then, to keep the above points in mind when you are preparing your selling talk.

Delivery

IN THE foregoing we have covered the essentials of the effective use of words and phrases, and the organization of ideas.

Now we are ready to take up the third factor of effective speech—delivery.

Back of all effective speech lies delivery.

Someone has said that a man with proper control of his voice, its intonations and inflections, can recite the alphabet in a foreign language in such a way as to bring tears to the eyes of his auditors in one part and laughter in another—all thru the medium of his voice inflections and tones.

You are not a public speaker.

But you are a man whose success depends in a large part upon the effectiveness of your speech, and as such you owe it to yourself to cultivate and study the rules and laws of effective speech as they apply to salesmanship.

To cite a rather trite example:

What's the difference between a good story teller and a poor one?

Most of it is in delivery.

The poor story teller starts out and rambles—his tone is flat and uninteresting—so is his story.

But listen to the accomplished story teller tell the same tale. His tone is interesting—his words carry you along—the story has a beginning, a middle, and an end. He leads you up to the point and springs it like the crack of a whip.

That is one effective form of speech—an everyday,

common contrast in delivery that should drive home the point to you.

To get right down to bedrock—you want the technical part of speaking—you want to be able to hold your listener thru the interest of your sales story.

Tone of Voice Is Important

The most interesting talk in the world falls flat if delivered in a dull, lifeless monotone, and many salesmen use their voices as if they were necessary evils instead of gifts o' God.

If you will carefully follow out the simple rules and precepts laid out for your guidance in this division, your delivery will steadily improve.

If you persevere, the only limits will be those set by your personal capacity, and let no one set too low a limit on that.

Your tone of voice—your inflections—your emphasis—all these things play their part in making your message more effective.

Among your own acquaintances, some men are easier to listen to than others. You know that.

Why?

Entirely apart from what they're actually saying, their delivery is interesting.

And on the same principle that you find it easier to listen to a man who talks in an interesting manner, start to build yourself in the direction of making your manner of delivery interesting to your prospective buyers.

Now for the actual "how" of the thing.

How to Develop Effective Delivery

In the following pages we have outlined simple rules and practical directions that can be followed easily by anyone.

It is purely a matter of practice.

Rule 1. Breathe Deeply

First of all—deep breathing and breath control.

You owe this to yourself on a basis of bodily health anyway—and it will at the same time develop your speaking voice.

The one rule for deep breathing is—breathe from the abdomen up, and thru the nose.

A little practice makes deep breathing a habit—one of the most beneficial from a health standpoint a man can possess.

When talking, make every particle of breath count. Get value out of every bit of breath you exhale when speaking.

Acquire control over your breathing and speaking. You have heard men talk with short, panting breaths, and disconcerting effort. The effect is very weak.

On the other hand, when one has learned so to use his breath as to speak long sentences without strain; when he can co-ordinate his breathing with proper pauses in his talk; and when he can modulate speech properly, then his delivery will be strong and impressive.

Rule 2. Speak Clearly

Enunciate distinctly.

Practice voice modulation; that is, vary your tones from a near whisper to the loudest one your voice is capable of.

Avoid monotony of tone. Monotony destroys interest.

Vary the volume of your voice from low to loud.

Talk rapidly at times—slowly at others.

All of these things tend to put life—action—into your delivery.

Some men worry about the voice itself. Deep breathing, breath control, and continual practice will make any voice pleasing and attracting.

Rule 3. Practice the Ring of Sincerity.

Say something you firmly believe as if you were trying to convince an imaginary listener by the sheer force of the belief behind your words.

Say with all the sincerity you have in you, "I believe in a Deity."

Then pattern your voice around that inflection. Put the same ring of sincerity in everything you say. And never say anything you cannot believe in and be sincere about.

"This cloth is all wool," says the dry goods salesman. He knows it is, because he has seen it subject to laboratory tests which prove its quality beyond all question. Therefore, his statement carries the force of his profound conviction.

The successful salesman is like the successful public speaker, the successful actor in this—he must "feel" the things he seeks to express. Without strong feeling back of them, words are empty, meaningless.

If you wish to express belief, you must "feel" belief. If you wish to express enthusiasm, you must "feel" enthusiasm. If you wish to express sincerity, you must "feel" sincerity.

And, too, it is your tone, your inflection, which gives life and meaning to your words.

Listen to a man talk about his hobby—listen to yourself talk of something you're enthusiastic about. No indifferent, cold, flat, lifeless tone there. Every word rings with the strong feeling behind it.

Finally, note the significant suggestion of a gifted teacher in effective speaking, Dr. Frederick B. Robinson:

"One must lend to the wisdom of the mind the beauty of the voice."

Rule 4. Forget Yourself

When talking, sink yourself in your words and the effect they are having on your auditor.

Nothing else matters. Concentrate on what you say and the result it produces.

The things outlined may seem elementary.

They are—but they're fundamental—they're the basis for all correct and effective speech.

Set aside a half hour each evening for a while for practice in the seclusion of your room.

The actual exercises follow.

EFFECTIVE DELIVERY

Proper Control of the Voice in Speech Consists of:

BREATH CONTROL—insuring sufficient breath for speech and control of that breath.

TONE—enriching words and phrases with the feelings and emotions of the speaker.

INFLECTION—emphasizing emotion of feeling thru modulation of the voice from low and thin to loud and full.

MEASURE—varying the speed with which the speaker talks from rapid to slow.

PRONUNCIATION—giving words their correct sound and accent.

ENUNCIATION—voicing words and syllables clearly and distinctly.

Figure 6. These are the fundamentals of effective delivery, and the points to watch in working toward the technical control of the voice in speech.

Do This to Develop Effective Delivery

Take something you are interested in. If you're a fiction reader, a good, live, short story will serve excellently.

Practice reading that story aloud to an imaginary audience.

Try to "deliver" it in such a way that your words will hold your imaginary auditors.

Use every inflection and tone of your voice to advantage.

Make every breath count.

At least a week should be spent on this practice.

At first you will be surprised and mortified at your lack of power in this direction.

But practice will pull down your high spots and raise your low ones.

At the end of a week you should be fairly well on your way to being an interesting reader.

And—an interesting reader can easily be an interesting speaker.

Read different stories aloud until you feel you are getting out of each all the interest value it contains.

Now for the second exercise.

Read a story to yourself.

Close the book and *try to repeat it aloud to an imaginary* audience, carrying the meaning as the printed words did—holding the thread.

This practice will probably take longer than the first, but it is vital—don't neglect it.

When you feel that you are capable of reading an article once and conveying its meaning to an audience, start to make your narrative interesting.

Try to hold your imaginary listeners by the interest of your spoken words.

These exercises, persistently and consistently followed out, will make you a speaker of far more than average ability.

When you begin to feel certain of yourself, start practicing on your friends and acquaintances. Apply these principles in all your relationships with people.

Read a story—an article—or an editorial, and then from memory tell it to a friend in as interesting a manner as possible.

Watch the effect of your words.

Try to hold your auditor.

Profit by the mistakes you make.

When you fail to hold a man, ask yourself "why?"

You can answer that question for yourself—then let your decision determine the remedy.

The things outlined are so simple that their tremendous significance may be overlooked, or even ignored.

But they positively represent a method and practice which will absolutely supply you with all the fundamentals of effective speech and the retention of well-organized ideas.

Let your words help you win.

Your Personal Progress

Comparatively few men know how to say what they want to say so that the other man will understand and be influenced by what is said.

You now have all the principles governing that process.

You understand how to *organize your ideas*, using the right *words and phrases* to give definite form, and the method of delivery, which insures interest and holds listeners.

The rest is practice—that's up to you.

After you have cultivated the qualities of mind and character which go to make up a positive personality—

After you have developed the power to re-create your ideas in the minds of others—to give your positive qualities voice—

There is one other thing essential—a good memory.

If your memory is poor, you may fail, time after time, to put these positive qualities—this power of effective speech—which you have developed—to the most effective use.

One of the biggest assets a man can have is a good memory. It is one quality which all notably successful men seem to hold in common. And the next section deals with the ways and means of quickly developing memory power.

IF YOU don't need what this section holds, you won't have wasted much time in reading it.

But if your memory isn't what it ought to be, you can take the contents of these few pages and develop the kind of memory that's a real asset, getting results from the day you start.

You will have realized by now that the object of this text is to give you principles in the shortest, most concise form consistent with really covering the subject.

It is far more difficult to present principles in tabloid, yet make them clear, than it is to take many pages to say the same thing.

In the preceding section were imparted principles of effective talking that a man ordinarily has to read several volumes to secure—and in spite of its brevity, you found basics in it that many complete libraries on the subject fail to reveal clearly.

And this section is shorter still—yet it tells you how to develop a good memory—really shows you how.

There was some question in the minds of the editors as to whether or not it should be expanded. The question was asked, "Will expansion add anything—has any essential been omitted?"

The answer was "No," and the result is—the shortest and probably the most usable "how" material that has ever been written on the subject of memory is now in your hand.

The Money Value of Memory

If there's one class of men in the world who can place a money value on memory, it's salesmen.

For the salesman's whole working equipment is carried in his head, and the means that enables him to use his

equipment on every occasion he is called upon to use it, is his memory.

A memory for selling points, for effective forms of selling appeal, for the order in which to present his selling points, for strategy, for names, faces, fads, fancies, and the many ways in which he can serve his customers and win and keep their good will—all this can be made to contribute definitely to building business and swelling income.

Memory for Names and Faces

Yet there is one kind of memory which the salesman comes to value as a crown jewel—to place ahead of most everything else.

It is the memory for names and faces—"man" memory.

The man who calls you by name—pronounces it correctly—and then recalls a little incident of your last meeting—that chap sends a warm glow over you and he's a friend. You're willing to take an interest in what he has to say, because he's shown an interest in you just by remembering your name.

The most subtle and acceptable form of flattery in the world is to call a man instantly by name.

We all love to be remembered.

Man memory—that's a thing you can cash in on.

The day you can remember names and faces and put the two together, you've an asset—a big one.

When you can add to these faculties the happy one of remembering the personal affairs and peculiarities of the men you deal with, you've something that's valuable on account of its scarcity.

An Example of Man Memory

A sales-promotion executive had held a one-day sales meeting in the Northwest.

One day, three years later, he was standing waiting for a train in the Kansas City station.

A man rushed up and grasped him by the hand—"Don't remember me, do you?"

"Yes, I do, Mr. Harrison. It's three years since I've seen you. How did you come out with that bad ankle? Still bother you?"

The other man was flattered—and, like thousands, he made the obvious remark:

"Certainly wish I had your memory for names and faces."

MAN MEMORY

MEMORY FOR NAMES

The ability to recall instantly the name of an individual.

MEMORY FOR FACES

The ability to recognize the faces of individuals you have met.

MEMORY FOR PERSONAL INCIDENTS

The ability to call up circumstances and facts which are related to individuals.

Figure 7. That faculty which the salesman calls "Man Memory" consists of the above factors—and it is these factors which this text covers.

The conversation turned to baseball.

The chap who wished he "had a memory" gave the batting average of practically every player in the major leagues and a mass of miscellaneous information on baseball—all correct, too—that would have filled a small book.

Still he was troubled by a "lack of memory" for names and faces.

"Lack of memory"—nonsense. "Lack of trying" is a better description.

The trouble with most folks on this name and face thing is that they "wish" they could remember—and that's the end of it.

If you want to realize once and for all the value of this type of memory, recall a second meeting you have had with some prominent man who remembered you and called you by name.

The same kind of feeling that came over you then, comes over the other fellow when you call him by name.

The sweetest music in the world—next to the jingle of money—is the sound of our own names.

But wishes are idle and useless.

Only action brings the reward.

The steps of memory training are simple.

Right in the course of your present daily work their application will find you equipped with that sterling commercial asset—man memory.

In the following pages, we outline a simple system of memory training that has been found a wonderful help in this connection.

It is not original nor theoretical.

Just a practical, common-sense, proved method—a plan that can be applied by you in your everyday work.

Four Basic Principles

There are four basic principles to memory training for names, faces, and associated things.

And while you are studying these principles as they apply to training in man memory, be assured that they are also the fundamentals for all other kinds of memory training as well.

Here they are:

1. Intensity of impression.
2. Repetition.
3. Association of ideas.
4. Ingenuity.

The four principles rank in importance in the order given above. The first three are simple and easy to acquire.

We shall treat each principle separately a little later on.

You must remember that man is forgetful by nature. Of the myriads of experiences that pass thru our minds—objects seen, sounds heard, ideas, fancies, whims—we retain but a few in our memories. The vast majority pass out the next moment into the realm of the forgotten. This is as it should be, for there are comparatively few things we want or need to recall.

But we can deliberately pick out the things we want to remember—and remember them.

Purpose and Intention to Remember

Merely by definitely desiring and intending to remember a subject we greatly increase the likelihood that it will become firmly fixed in our memories.

Not only that, but you will find that if you make up your mind to remember a name permanently, you will be more likely so to remember it, whereas if your intention is to remember a name only for a short period, you will automatically proceed to forget the name after you have made use of it.

Many times you have been introduced to strangers, have remembered their names while in their presence, but have soon forgotten them afterward.

Here your one intention was to be able to call these new acquaintances by name during that one meeting. You probably did not expect to meet them again; hence you made no conscious or subconscious decision to store up the names in your memory. So your memory did not fix them firmly enough to be recalled afterward.

You will be greatly helped in all your memory practice if you firmly determine in advance that you will

remember certain things, such, for instance, as the faces, names, and incidents relating to your prospects, customers, and other classes of individuals whom you will meet as a salesman, and whom it will profit you to remember.

This intention or determination to remember will improve all your other memory processes. It will enable you to get more intense first impressions, to repeat these more regularly, and to make more effective use of the association process.

Get into the habit of saying to yourself, "I shall remember this man's name," and you will find yourself making an extra effort to understand it and retain it.

And this attitude of mind will make easier the mastery of the memory-training principles which follow.

Now we get down to the actual study of the principles of developing memory.

The first, you will remember, is intensity of impression.

1. Intensity of Impression

THE first sound memory principle simply means that you must pay attention.

Heed—listen—look.

Many men never seem to get names on the first introduction. That is simply because they don't pay attention when the names are spoken.

If you are "poor at remembering names," stop and think a minute.

Have you *really wanted* to know and remember the name of that person you called on?

Likely not. You went to a certain business concern, we will say, to sell them. You wanted to get to the purchasing agent, whose name you did not know. You did not much care what you would find his name to be—whether Schroeder, Levinsky, Garibaldi, O'Reilly, or just plain Smith. The big thing in your mind was that he was the purchasing agent.

That is why, while you vividly recall him as the purchasing agent of that company, you now can't recall his name.

Again, perhaps you were a little excited or intent on opening your interview properly. Under such a condition it was but natural that you would fail to note firmly in your mind things that did not seem important. You didn't, right then, figure how much help it would be to know that the prospect's name was Parker rather than Parks, Parkman, or Perkins.

In such an emergency the intention to remember should come to your aid, so that, even amid the other impressions and thoughts thronging to your mind at that time, you will pick out the person's name and stow it more firmly in your memory.

Get a Clear-Cut Mental Picture

You must try at all times to get a clear-cut mental picture of the faces or names of the people you are talking to.

First of all, tho, you must be sure that you have really understood the name, have got it correctly.

If you have the least doubt, during an introduction, as to whether you have the name correctly, ask to have it repeated, and if you are still in doubt, request him to spell it. As a rule, no man will take offense at your showing an interest in his name.

Some salesmen make it a practice, where the right occasion offers, to make the name the subject of conversation.

For example, one publisher's representative, on paying a visit to a company, met a new advertising man by the name of Harrison. He commented on the fact that it was a noted name in America. This meant that the publisher's representative carried away a much more clean-cut picture of the name of the new acquaintance than would have been possible without such mental associations.

Sometimes you can remember a person's full name more easily than you can remember his family name alone. There may be an extra impressiveness—a swing, a melody—in the full name that goes singing thru your mind like an old tune. You may forget that a man's name is Brown; L. H. Brown may help you to remember no better; but would you forget Lincoln Hathaway Brown?

Again, a man's name may be indicative of his race and descent—Murphy signifying Irish ancestry; Mackenzie Scotch; and Vandercook, Dutch. By picturing a man as being of a certain race or ancestry, you are more likely to recall his name properly.

Say the Name Aloud

Saying the name aloud at the time you are talking with him is a good way to intensify the original impression. This same thought will be considered later under repetition, but it also has value here. By repeating his name now and then during the conversation, you are not only making your speech a little more effective at the time, but you are carving the person's name a little deeper in your memory.

Another thing—look squarely into the eyes of your listener whenever you repeat his name. This will have the effect of linking the fact more closely with the name in your memory, so that, when next you are face to face with him, the pronunciation of the name will come more readily to your lips.

And even as you look at him, take good note of him, size him up.

Note, for instance, that he is of a certain age, that he is stout or slender, tall or short, robust or frail. You will thus be fixing his physical characteristics more firmly in your mind in connection with his name.

It all comes back to the advice we gave at the beginning of this section:

Pay attention—concentrate.

The best Victrola in the world couldn't yield good music from a bad record.

Just so, the product of your memory is no better than the original mental picture recorded.

You can remember the things which affect or interest you.

You then pay attention—you concentrate.

Thus far we have been stating methods by which, even if you meet a person for a few minutes only and learn to know very little about him, yet you can store his name in your memory so effectively that, when you meet him

later, you will probably be able to call him by name without hesitation.

And with many of the people whom you will meet, the methods we have given will prove the most practical for you.

But there are other people whom you will know in a more intimate way than this, and the more intimately you come to know them, the deeper and stronger will their personalities, their individualities, become imbedded in your memory, with the result that you will probably find yourself thinking of them often, and will be able to recall them and their names as readily as those of your best friends.

Learn to Know People

How are you going to obtain this more intimate information about the people whom you will meet in a business way?

You will obtain it by giving effort to it.

Every person has individuality, something about him that, if you knew it, would make him stand out among ten thousand—some particular like or dislike, desire, problem, or way of tackling life.

But people as a rule do not wear their hearts on their sleeves. They don't blurt out to every stranger those ways in which they differ from other men. To learn this, you must make an effort. You must be able to draw them out so that they will confide in you, and let you get a glimpse of their interesting, real selves.

The value you can derive from ability to talk with a man on his particular hobby has been previously referred to.

But in addition to the other advantages, this is an advantage to your memory. The man who reveals his individuality to you has permitted you to remember him

forever. If you have really listened while he told you about his early struggles to get a footing in business, or about his boy's success on that South American business trip, or about the wonderful little summer cottage he has in the wilds of the Adirondacks, you need have no worry about your ability to remember him.

Theodore Roosevelt could not always recall, on meeting them again, the names of men whom he had met previously. Yet he had developed the happy faculty of remembering, if not the man's name, at least the incident of the former meeting and of referring to it instantly.

"Hello, Antelopes," would be his greeting to some Westerner on a trip East, who had called to shake hands with him and to recall the hunting jaunt they had taken

INTENSITY OF IMPRESSION

In order to remember a thing, you must first get a clear mental picture of it—

1. **By paying strict attention.**
   - (a) **When a name is spoken, be sure your impression of it is correct.**
   - (b) **Look into the individual's face while you repeat his name. (This will help you to link up his name with his face.)**
   - (c) **Get a clear, complete picture of the individual.**
2. **By concentrating on the things you wish to remember, and DETERMINING TO REMEMBER THEM.**
3. **By being really interested in the individual, his name, personality, appearance, circumstances, and other facts about him which will serve to fix his individuality definitely in your mind.**

Figure 8. If you're not sure of a man's name; not sure what he looks like; not sure of any specific thing about him—you are likely to forget him, for the very reason that your memory has nothing definite to hold or to recall. That is why first impressions are so important.

together. And that was enough for the visitor. What mattered it if the great statesman did not speak his name? He knew that, amid the myriad affairs of a great executive position, the president still retained, green in his memory, the picture of that trip after the pronghorns.

In brief, then—

Concentrate and pay attention to all things pertaining to your business and your customers.

Train yourself consciously to take close notice of everything that comes before you and everything that is said in front of you.

Use both your eyes and ears.

You will then remember all that you wish to remember.

2. Repetition

THE second reading of a book makes you know that book at least three times as well as you did after the first reading.

Think that over. It is a startling demonstration of the value of *repetition.*

We are all more or less superficial by nature—we dislike doing the same things twice—or more. Hence the lack of man memory.

Take the fellow who remembered all the baseball data—he was interested—he studied—*repetition* did it.

The thing which you would remember—*repeat.*

Say it over and over again. Concentrate on it.

When you meet a man, use his name often in talking to him. *Repeat* it orally and mentally.

For practice work, review the events of the day—the men you have met and their names—say at supper time.

Associate the different faces with correct names.

How to Use Repetition Effectively

There are several ways by which you can repeat a thought or a name for memory-developing purposes.

The first way is merely to call it up in your mind—to form a mental picture of the person and of his name.

Another way, as has already been stated, is to pronounce the name aloud.

Pronouncing the name several times while looking directly at the person who bears that name is the best way to repeat the name, since it is likely to fix the two thoughts—the person and his name—in the memory together.

Another good way, however, is to imagine the person

before you, and to address him aloud by name. You can do this in the privacy of your room in the evening.

Sometimes it will benefit you to imagine yourself going thru your selling talk with him, anticipating and answering his prospect viewpoints. Incidentally, this is mighty good selling practice, too, because you invariably think of things you might have said, but didn't—things you'll use on the next man you call on.

Another way of repeating a person's name is to write it down. The writing of it awakens new brain cells, and these, added to the brain cells that are remembering how the name sounds, give you a larger brain area with which to remember the name.

However, if you intend to remember that name, you had better thrrow the paper away after writing the name on it.

In other words, if you use a notebook or a filing case in which you put things that you want to call up later, your memory will probably forget those things that you have written down and filed away.

As soon as your memory realizes that you have a notebook or a card-file method of remembering, it will proceed to forget what has been written down.

For, by writing it down, you show that you don't expect to rely on your memory for it, and your memory is not likely to exert itself where it is not expected to.

Of course, many things should be written down and filed away. Many facts can be handled better this way than by attempting to carry them in the mind.

But the things which it is necessary for the mind to know on the spur of the moment should be firmly fixed in the memory.

So writing (*not for the purpose of filing*) is a valuable way of fixing a thing in the memory.

Other methods of repeating for memory purposes are drawing, diagraming, outlining, physical handling, laboratory practice, and the working out of actual problems. These methods, while useful for remembering other things, cannot be applied so well to memorizing names and faces.

For man memory, then, the most practical methods are mental pictures, speech, and writing.

A few minutes each day spent at this work will give you invaluable practice.

Get a Complete Mental Picture

Consider nothing too trivial to remember—try to get in every detail—the more complete the detail, the better the practice.

It is an interesting fact that you can remember a name better by repeating it *once a day for several days* than by repeating it several times the first day.

In other words, let some time elapse between the repetitions. Time seems to be necessary to allow each impression to sink in.

To illustrate—suppose you want to remember the name Goodrick—a word likely to become confused with Goodrich, Goodridge, Goodman, Goodnow, or Goodkin.

Once a day for a week call up the picture of the person and say to yourself, "Goodrick." At the end of that time it is likely that you will have the name permanently fixed in your memory.

Thirty days should find you making a progress marked enough to reward you well for the effort.

The foregoing are two sound, easily used bases of a good memory.

REPETITION

Suppose you have just made a sale to a man whom you never saw before—

You expect to call again in about six months, so you want to remember the man, as well as just how you made the sale.

Your impression of the transaction is intense, clear, sharp.

But you realize that in six months' time your impressions will probably have faded—you are in danger of forgetting.

So you deliberately—

1. Pick out the things about your customer and the sale that you want to remember.
2. Concentrate on them.
3. Repeat them.
4. After leaving, call up a mental picture of the things you want to remember and repeat them—
   (a) To yourself.
   (b) Aloud.
   (c) In writing (which should be destroyed).
5. Repeat this process once a day for several days.

AND THUS YOU MAKE USE OF THE PRINCIPLE OF REPETITION

Figure 9. The above illustration gives you an idea of the way intensity of impression and repetition work together to make "Man Memory."

3. Association of Ideas

SEVERAL times in this text we have made use of the principle of association of ideas.

In giving the rules for getting intense impressions, we have suggested methods, the value of which is based on association of ideas.

We shall want, therefore, to know what this principle is and how it can be made use of.

No idea comes up in your memory of its own accord. Always there must be some other idea or sensation before it which has brought it up.

If you could put an idea into your mind wholly unconnected with any other idea or sensation whatsoever, *you could never call it up again.*

Which means that, if you want to remember a thing, you should tie it up in your mind with other ideas that are sure to come up.

Let us illustrate with a practical case.

An Illuminating Example

In one of the cities of your sales territory is a progressive, successful merchant by the name of Dorrance. You have already sold him a small bill of goods, and you want to go on selling him more goods and in larger amounts.

You have learned that Dorrance appreciates service, that he likes salesmen who can bring him fresh, practical ideas helpful to him in his business.

In particular, he is interested in good ideas along the following lines:

Window displays.
Mailing literature.
Methods for reaching the country trade.

So whenever you run across anything worth while in any of these lines, it will behoove you to remember Dor-

rance, and to send the information or save it for your next call.

Now, if, whenever you come upon a particularly good window display, Dorrance's name would not come flashing into your mind, or if, when you learned of an unusually effective way to reach the farmers, you wouldn't think of Dorrance, then you would never be able to serve Dorrance along these lines.

But if at the start you definitely tie up Dorrance's name with each of these lines of thought—if, for example, you should say to that memory of yours, "whenever we run across a good window display, be sure to remind me of Dorrance"—then the next good window display you

ASSOCIATION OF IDEAS

Suppose that you, a salesman, want to remember Dorrance, a wide-awake merchant who is interested in good window displays, mailing literature, and methods for reaching his country trade.

You deliberately think of Dorrance in connection with each of these thoughts, something like this:

Dorrance { **Good Window Displays** / **Mailing Literature** / **Methods for Reaching Country Trade** }

In making these associations you create a vivid first impression of Dorrance, and the larger the number of logical associations you can make, the more likely you will be to remember Dorrance when you ought to do so.

Figure 10. Thru the use of association of ideas you are able to think of Dorrance every time you think of window displays, mailing literature, and methods for reaching country trade. Certain other practical ways in which such association of ideas may be of special value will be brought out in a later text (Text 25, "You and Your House").

came across would be pretty sure to suggest Dorrance at once.

This tendency of one idea to call up another is called association of ideas.

The Principle Involved

The principle or rule in this regard, which will prove useful to you, may be stated as follows:

> **If you want to remember a name or an idea frequently, then tie it up (associate it) with other ideas which are likely to come into your mind frequently. Moreover, tie it up with those ideas with which it logically ought to be tied up.**

To illustrate—you might associate Dorrance's name with a lot of more or less fanciful ideas. Perhaps, just before you walked into his store, you saw an advertisement of the grand opera *Il Trovatore,* and somehow you connected the thought of Dorrance with the prison scene. Then, whenever you thought of that opera, you thought of Dorrance. But such a thought connection would be useless. Neither you nor Dorrance would get any benefit from it.

As a rule, associate the thought of the man with those permanent, important, essential ideas with which he is connected. The more notable of these in most cases would be:

(a) His business.
(b) His city.
(c) His special activities or social position.
(d) His particular problems.
(e) His ambitions.
(f) His hobbies.
(g) His family, relatives, and friends.

One good rule for association is this: Fix firmly in mind the *class* a man belongs to. There are a great many individuals in the world, but comparatively few classes. Hence classes can be remembered more easily, and the

man can then be placed more readily within the limits of the class.

This is illustrated by the way a salesman recalled the name of a merchant who said he was in the market for a certain second-hand device. The salesman later ran across such a device for sale, but for the moment could not remember the name of the dealer who wanted it.

He finally remembered that the dealer in question was Swedish and served a Swedish neighborhood. He began going over the Swedish names that he knew, and he soon got it—Swanson.

That salesman took the mentally economical method of association. He first sought to put the man in a certain class by race.

This was not hard. He had soon located him as Swedish. Then the word "Swedish" had the tendency to call up Swedish names—no Irish, French, or Spanish. Thus he quickly got the name.

MAKING USE OF ASSOCIATION OF IDEAS

In putting this principle to use, it will be well to guide yourself as follows

FIRST: **In forming the original impression of a thing in your mind, associate it AT THAT TIME with those things with which you desire to have it associated in your memory.**

SECOND: **Make your associations, where possible, logical and permanent, rather than nonessential and temporary.**

Figure 11. In applying these rules to Dorrance's case, as shown in Figure 10, page 52, we find that you observed both of them. You desired to think of Dorrance in connection with window displays, mailing literature, and methods of reaching country trade, and that is the way you associated these thoughts in your memory. The association of Dorrance's name with window displays, mailing literature, and methods of reaching country trade is a logical one, as he is likely to remain permanently interested in these things. The fact that the street number of Dorrance's store may have been 1776 (a number easy for Americans to remember because of its association with independence) is nonessential, and that Dorrance may have been wearing a gray and black checked suit when you met him, is temporary—and so you are right in discarding these associations in favor of those which are logical and permanent.

4. Ingenuity

THE main reason for including "ingenuity" here is the fact that many of the special memory-training plans offered are based upon ingenuity and its adaptations.

Here is the principle—in a nutshell:

Jones says to Brown, "I have been away," and pronounces "been" with long "e."

Brown corrects him—"Say been as if the two 'e's' were an 'i.'"

Jones makes a mental note—"pronounce 'been' same as 'bin' in flour bin."

Jones there uses ingenuity as a memory aid.

Where other memory aids seem to fail, often ingenuity can be resorted to for fixing a person's name in the memory.

For instance, a Chicago insurance salesman occasionally ran across a man by the name of Elmendort, and at first he was stumped each time to recall his name.

He finally resorted to the ingenuity method. He had a boyhood friend by the name of Elmer, and he made it a habit to think of these two men together. In this way when next he met the occasional acquaintance, he was bound to think of Elmer, and from that, the name Elmendort came easily.

For your purpose, however, forget ingenuity and stick to the other three fundamental practices; and you will automatically have a clear, clean memory for the things you need and want to know.

Try to Remember Faces As a Whole

In memorizing faces, many people make the mistake of trying to remember some one striking feature—a nose, a crooked eyebrow, etc.

This is a mistake—remember faces as a whole.

Look at your man sharply—size up his face as a whole—make a mental picture of it—repeating his name to yourself several times.

We know men who, by using this simple method, can recall at least ninety names and faces out of every hundred persons they meet.

Can anything be simpler and easier? Just make up your mind, then, to concentrate on what you want to remember so that it will make a clear and vivid impression upon you.

Then repeat what you want to remember several times, so that the impression is stamped deep into the receptive mold of your brain.

Incidentally, that isn't a bad way to carry the principles of a good memory—thru a mental picture of your mind as a wax mold and the thing you want to remember as a metal die.

First, you bring the metal die into contact with the wax mold—carefully and clearly—that's the principle of intensity of impression—

—then—you press the die way down in the wax by a succession of slight pressures—so that the impression it makes will be a deep and permanent one—that's using "repetition." Every time you repeat, you make the impression deeper and more permanent.

And you always have the option of using the association-of-ideas principles where you deem it necessary. That is really all there is to remembering.

You are learning salesmanship—you want memory as a commercial asset, not for exhibition purposes—you haven't the time necessary to stop and study a long and comprehensive "memory system." You want a good practical method of remembering, and you want it—quickly.

That is just what we have given you—the proper use of the simple principles recommended here will give you a far better command of memory than ninety-nine out of every hundred men you meet.

It will give you sound "commercial memory"—"man memory," as the salesman calls it.

And man memory is a reward worth striving for—it's one of the things that make personality that you can turn to your profit.

The Next Text

The next text is called "You and Your House."

It deals largely with the subject of "mental attitude" *your* "mental attitude," toward yourself, your house, your customers, and prospects.

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MODERN SALESMANSHIP

Practice and Principles

Winning with Words